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AUTHOR Anderson, Richard E., Ed.; Meyerson, Joel W., Ed.
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ABSTRACT

This book presents a collection of essays from prominent administrators and influential thinkers in higher education who offer their prescriptions for responding to the challenges imposed by higher costs and reduced revenue expectations. Innovative improvements in the operating efficiency in such areas as administration and support services, financial management, campus facilities, and technology research and development are profiled. The need to empower individuals and groups to create and implement their own processes for improving productivity emerges as a key theme. Essays and their authors are as follows: (1) "Productivity or Quality?" (Sean C. Rush); (2) "Productivity and the Academic Business" (Stephen Joel Trachtenberg); (3) "The Constraints on Campus Productivity" (Robert Birnbaum); (4) "Improvement Strategies for Administration and Support Services" (William F. Massy); (5) "Achieving Productivity Gains in Financial Management" (George R. Houston, Jr.); (6) "Increasing Productivity in Facilities Management" (Harvey H. Kaiser); (7) "Productivity through Privatization" (John T. Hackett); (8) "Managing Technology Transfer" (Edward L. MacCordy); and (9) "Higher Education and Efficient Resource Allocation" (John H. Pencavel). Contains an index. (GLR)

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